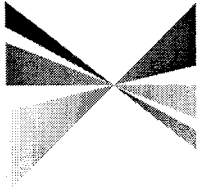


SOUTHERN CALIFORNIA



**ASSOCIATION of
GOVERNMENTS**

Main Office

818 West Seventh Street

12th Floor

Los Angeles, California

90017-3435

t (213) 236-1800

f (213) 236-1825

www.scag.ca.gov

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Riverside County Transportation Commission:
Robin Lowe, Hemet

Ventura County Transportation Commission:
Keith Millhouse, Moorpark

559-5/24/05

MEETING OF THE

REGIONAL COMPREHENSIVE PLAN TASK FORCE

Monday, October 3, 2005

10:30 a.m. – 12:30 p.m.

SCAG Offices

**818 W. 7th Street, 12th Floor
Riverside B Conference Room
Los Angeles, California 90017
213.236.1800**

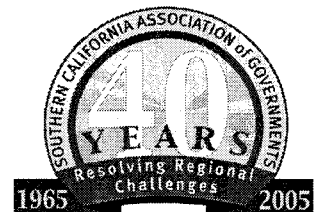
VIDEO CONFERENCE LOCATION

**SCAG, Riverside Office
3600 Lime Street, Suite 216
Riverside, CA 92501**

If members of the public wish to review the attachments or have any questions on any of the agenda items, please contact Deby Salcido at 213.236.1993 or salcido@scag.ca.gov

Agenda and minutes are available on the web at:
www.scag.ca.gov/rcp

SCAG, in accordance with the Americans with Disabilities Act (ADA), will accommodate persons who require a modification of accommodation in order to participate in this meeting. If you require such assistance, please contact SCAG at (213) 236-1868 at least 72 hours in advance of the meeting to enable SCAG to make reasonable arrangements. To request documents related to this document in an alternative format, please contact (213) 236-1868.



REGIONAL COMPREHENSIVE PLAN TASK FORCE

AGENDA

October 3, 2005

1.0 CALL TO ORDER

Councilmember
O'Connor, Chair

2.0 PUBLIC COMMENT PERIOD

Members of the public desiring to speak on an agenda item or items not on the agenda, but within the purview of the Committee, must fill out and present a speaker's card to the Assistant prior to speaking. A speaker's card must be turned in before the meeting is called to order. Comments will be limited to three minutes. The chair may limit the total time for all comments to twenty (20) minutes.

3.0 REVIEW and PRIORITIZE AGENDA ITEMS

4.0 CONSENT CALENDAR

4.1 Minutes of August 22, 2005

5.0 ACTION ITEMS

5.1 Draft Economy and Education Chapter
Attachment

Bruce DeVine
SCAG Staff

Staff will present the new draft version as requested by the Task Force.

Recommended Action: Forward this version, along with the "existing conditions" and "action plan" to the CEHD Committee for review at its next regular meeting.

5.3 RCP Expanded Approach
Attachment

Jacob Lieb
SCAG Staff

Staff will review comments from the policy committees on the potential RCP expanded approach and present a recommended work program.

REGIONAL COMPREHENSIVE PLAN TASK FORCE

AGENDA

Recommended Action: Report to the Policy Committees and recommend approval of the approach.

6.0 INFORMATION ITEMS

6.1 Homeland Security Chapter Attachment

Alan Thompson
SCAG Staff

Staff will lead a discussion on the chapter and the approach to be taken to complete the draft chapter.

7.0 CHAIR'S REPORT

Councilmember
Pam O'Connor, Chair

8.0 STAFF REPORT

9.0 FUTURE AGENDA ITEMS

Any Committee members or staff desiring to place items on a future agenda may make such request. Comments should be limited to three (3) minutes.

10.0 ANNOUNCEMENTS

11.0 ADJOURNMENT

The next meeting of the Regional Comprehensive Plan Task Force will be held in the SCAG offices on Monday, October 24, 2005.

Regional Comprehensive Plan Task Force

Action Minutes for August 22, 2005

The following minutes are a summary of actions taken by the Regional Comprehensive Plan Task Force.

The Regional Comprehensive Plan Task Force held its meeting at the Southern California Association of Governments offices in Los Angeles. There was a videoconference at the SCAG Inland Office in Riverside. The meeting was called to order by Chair Pam O'Connor, Santa Monica.

Committee Chair: Pam O'Connor, Santa Monica

Members Present

Bowlen, Paul
Cook, Debbie
Feinstein, Michael
Miller, Mike
Nowatka, Paul
O'Connor, Pam
Young, Toni

Representing

Cerritos
Huntington Beach

West Covina
Torrance
Santa Monica
Port Hueneme

Members Absent

Aldinger, Jim
Garcia, LeeAnn
Ovitt, Gary
Perry, Bev
Pettis, Greg

Representing

Manhattan Beach
Grand Terrace
San Bernardino
Brea
CVAG

New Members

None

1.0 CALL TO ORDER

Pam O'Connor, Chair, called the meeting to order at 10:35 a.m.

2.0 PUBLIC COMMENT PERIOD

None offered.

3.0 REVIEW AND PRIORITIZE AGENDA ITEMS

4.0 CONSENT CALENDAR

4.1 The minutes of July 28, 2005 were approved.

5.0 ACTION ITEMS

5.1 Preliminary Draft Economy and Education Chapter

Bruce DeVine, SCAG Chief Economist, was called to Jury Duty so Jacob Lieb provided a brief report on the chapter development reflecting the changes after the previous Task Force meeting. Discussion was discontinued until Toni Young returned to the meeting.

Regional Comprehensive Plan Task Force

Action Minutes for August 22, 2005

Action: The Task Force, directed staff to hold a meeting with the Chief Economist and a few of the members to discuss and finalize this document before the next task force meeting, so that the document can be forwarded to the policy committee.

5.2 Solid and Hazardous Waste Chapter

Jacob Lieb, SCAG staff, provided a report on the draft chapter and discussed it with the group. The following recommendations was made:

- Last line, Page 16 – Jacob to modify for clarification.

Action: The Task Force, without objection, instructed staff to forward the chapter to the Energy and Environment Committee and release for review, with their recommendations.

5.3 Land Use and Housing Chapter

Jacob Lieb, SCAG staff, provided the preliminary draft chapter and discussed it with the group. The Task Force recommended several revisions to the Chapter.

6.0 INFORMATION ITEMS

None

7.0 CHAIR'S REPORT

None

8.0 STAFF REPORT

None

9.0 FUTURE AGENDA ITEMS

10.0 ANNOUNCEMENTS

None

11.0 ADJOURNMENT

The meeting was adjourned at 12:00 p.m. The next Task Force meeting is scheduled for September, date and time be announced later.

MEMO

DATE: October 3, 2005

TO: Regional Comprehensive Plan Task Force

FROM: Bruce DeVine, devine@scag.ca.gov, (213) 236-1903

RE: Draft RCP Economy and Education Chapter

RECOMMENDED ACTIONS

Recommend that the Task Force forward this Draft version of the RCP Economy and Education Chapter, along with the two additional sections referenced below as soon as they are ready, to the CEHD Committee for review at its next regular meeting.

BACKGROUND INFORMATION

The attached *Draft Economy and Education Chapter* of the Regional Comprehensive Plan and Guide represents the fourth stage in the development of this chapter. In the initial stage staff presented a matrix titled "SCAG Economic Policy Statements and Recommendations for Revision," which contained a list culled from four key SCAG documents: the Economy Chapter of the 1996 RCP&G, the 2004 RTP, Southern California Compass, and the "Southern California Regional Strategy for Goods Movement: A Plan for Action" (March 2005). This list of policy statements and recommendation was then amended and added to in three subsequent rounds, in the second of these receiving an entirely new "Overarching Theme Statement" drafted by the Task Force.

As requested by the RCP Task Force at its August 22, 2005 meeting, this new Draft is based on the discussions of a sub-group of Task Force members which convened at SCAG on September 22, and represents a consensus of that group.

An "existing conditions" section is in preparation and will be married to this third stage of the chapter when it is completed. An action plan is also being prepared for the chapter. As the latter depends in part on the "existing conditions" section, the two will be finalized in tandem.

Draft Economy Chapter¹
September 2005
Regional Comprehensive Plan Task Force

OVERARCHING THEME STATEMENT

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Chapter Revised

A bold new strategy is needed -- based upon the Growth Visioning/Compass principles of livability, prosperity and sustainability -- to promote a healthy, flourishing economy for the SCAG region.

As part of this strategy, policies must be developed that

- enable business to be profitable and competitive (regionally, nationally and internationally),
- ensure sufficient employment and income levels to alleviate poverty and meet basic needs, and
- accomplish this within an ecological context that uses resources wisely and sustainably.

The region's economic viability and attractiveness depend upon mutually supportive land use decisions, transportation investments, and educational improvements, including

- focusing development in urban centers, existing cities and along (existing and future) transportation corridors,
- providing housing to meet the needs of all income levels,
- locating new housing near existing jobs and new jobs near existing housing,
- designing/building 'green' to save resources, reduce costs and increase competitiveness
- doing this while ensuring environmental justice
- developing a well-educated work force, and
- fiscal and governmental policies that support these approaches.

Such a strategic vision will only succeed if government, the private sector, non-profit organizations and the region's residents all embrace it. Only with the

¹Based on the Revised Economy Chapter of the 1996 RCP&G, the 2004 RTP, Southern California Compass, and the "Southern California Regional Strategy for Goods Movement: A Plan for Action" (March 2005)

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participation and cooperation of all the region's stakeholders will this vision be realized.

Revised Economic Policy Statements

PRINCIPLES

1. Income targets should be phrased in terms of desired **levels** of real **per capita** income (**personal and household**), average payroll per job, and meeting basic needs. To accomplish this, the region's economy must provide a wide range of employment opportunities.
2. **Governmental regulations and incentives** should – as an overall approach -- reward ingenuity, initiative, enterprise, and creativity, and promote (or at least not hinder) needed economic development.
3. The region's economy should be diverse enough to promote sustained economic health, by not being overly dependent upon a small number of industries or types of businesses.
4. Fiscal and tax systems should be broad enough to protect against over-dependence upon a limited number of income streams.
5. **Growth in the** region's economic prosperity should be shared broadly by residents throughout the region, **at the same time that individual initiative is rewarded.** Environmental health and economic prosperity should go hand in hand.

Regional Economic Goals

- a. A competitive work force
- b. Trade, infrastructure and investment
- c. Business Climate and Working Conditions
- d. Economic Diversity, Self-Reliance and Business Leadership
- e. Fiscal Reform
- f. Cooperation Among Stakeholders

Strategies

a) Competitive Work Force

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Attracting, retaining, educating and training a diverse, skilled labor force has become an increasingly important objective for regional economies. The ability to attract workers (and firms) is dependent upon the livability and quality of life of a region, its business climate, and working conditions. Investments in these areas are critical for the SCAG region.

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Given the relatively low level of educational achievement of much of the region's labor force, including working age youth, a major priority is to significantly improve the region's educational system.

Linking transportation investments and land use decisions is also a major priority; in order to make the connection between quality of life and attracting/retaining skilled workers and quality firms.

b) Trade, Infrastructure and Investment

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International trade can create good job opportunities and raise real income levels for the SCAG region. To benefit from the growth in international trade expected, while remaining globally competitive, significant investment is necessary to improve the efficiency and expand the capacity of the region's goods movement infrastructure. Such changes must also occur within a context of environmental quality, environmental justice and respect for local communities.

Needed improvements in the region's goods movement infrastructure depend upon cooperation between government and the private sector. Public investment and planning can play a strong role in attracting needed additional private investment.

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*Respect for quality of the environment needs to be added.

At the same time, improvements to the goods movement system should not come at the expense of other transportation system investments, nor should they only be the burden of local, regional or state government.

Given current limits on local and state finances, innovative methods will be needed to procure and pay for these system improvements. Both the Federal and State governments must act to support innovative procurement and public-private funding mechanisms, and should take legislative action to allow the region to pursue innovative funding strategies. Such strategies could include, for example, *tax-exempt private activity bonds* for goods movement facilities, *tax-credit bonds* for goods movement infrastructure, and *user/beneficiary fees*.

The national purpose served by Southern California's goods movement system also points to the need for strong federal participation in assisting the region with

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the substantial local burdens it bears in serving this role - including traffic congestion, air pollution, noise, public health impacts, visual blight, and freight-related safety incidents. These burdens are not compensated, thus effectively subsidizing the sale of goods at lower prices in other states. The federal government should explore ways to compensate the region for the services it provides.

c) Business Climate and Working Conditions

In addition to infrastructure improvements, the effects of governmental rules and regulations are also a factor in business location and retention. Economic regulations and incentives should promote (or at least not hinder) needed economic development. State and local government must have flexibility to attract needed businesses and jobs into the community.

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d) Economic Diversity, Self-Reliance and Business Leadership

The region must increase its share of employment in those industries and service sectors where wages and salaries will be higher than average and where growth, nationwide and internationally, is expected to be strong, as in many of today's information-oriented industries. It should also include industries with a defined career ladder that do not necessarily require advanced education (e.g., logistics). FedEx and UPS are examples of this type of industry

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At the same time that it pursues growth in these sectors, the region must maintain a sufficiently diverse economic base overall, so as protect against over-dependence upon any few industries or income streams.

The Compass 2% Strategy will help locate jobs and housing near each other in mixed use communities along transportation corridors, in so doing addressing needs locally and helping communities shape their own economic futures.

This economic model must draw increasingly upon leadership from small and medium-size businesses and the region's diverse demographic base.

Everyone who participates in the economy should be able to meet his or her basic needs on a sustained basis for the common good. The new model should include jobs designed to meet environmental goals.

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A state-of-the-art strategy to energize basic industry will also require collaboration and cooperation through industrial clusters.² The first step is to increase awareness of both the private and the public sector in the region as to what efforts are already under way supporting industry cluster formation.

e) Fiscal Reform

Fundamental fiscal reform at the state, county and local level -- involving sales, property and income taxes -- will be required in order to meet the region's capital investment needs of the region's economy.

Since many of these changes will happen with the cooperation of local government, state fiscal reform -- including curbing state government's ability to hijack local school and transportation funds -- is most urgent. At the local level, de-emphasis of the dependence upon sales tax revenue is needed. Overall, the tax system should be diverse enough to protect against over-reliance upon any small number of revenue streams.

f) Cooperation Among Stakeholders

SCAG and its subregional partners must facilitate buy-in to the need to expand the region's economic base to accomplish these goals. To this end, cities, counties, and other government agencies must become active partners in this process.

² Every location, whether it is a nation, a community, or a region, has a unique set of local conditions that underpin the ability of firms based there to compete in a particular field. The competitive advantage of a location does not usually arise in individual companies but in clusters of companies—in other words in groups of companies that are in the same industry or otherwise linked together through customer, supplier, or similar relationships. As in other regions, there are a number of industry clusters in the SCAG region, each possessing unique elements that contribute to the region's economic competitiveness. The fashion industry, the entertainment/multimedia complex, and the biomedical industry are a few examples. See *New Solutions for a New Economic Environment*, The Economy Chapter, RCP&G (SCAG, 2000), pp. 40-41 for more on clusters.

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<#>Goal is agreeable; difference is how we get there.¶
<#>New model should include jobs to meet environmental goals.¶
*Modify #4 to include industries with a defined career ladder and not necessarily requiring advanced education (e.g., logistics).¶
4. Examples: FedEx, UPS¶
5X

Deleted: 6XPublic investment is necessary to attract private investment, as well as to maintain and improve the quality of life. The ability to attract workers and firms is dependent upon critical infrastructure investment that can create good schools, mitigate congestion and crime problems, and create world class recreational opportunities.XNone¶

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REPORT

DATE: October 3, 2005

TO: Regional Comprehensive Plan Task Force

FROM: Jacob Lieb, Acting Lead Regional Planner, (213) 236-1921, lieb@scag.ca.gov

SUBJECT: Regional Comprehensive Plan Proposed Approach

RECOMMENDED ACTION:

Report to the Policy Committees and recommend the approach described.

SUMMARY

Staff, under the direction of the Regional Comprehensive Plan (RCP) Task Force, has completed preliminary products for the RCP based on a work plan approved by the Regional Council in October 2004. That work plan focused on the compilation of existing SCAG policies and the formulation of action plans to implement those policies. The RCP Task Force has considered expanding the original work plan to include several new efforts. At this time, the staff is proposing that the Task Force recommend the new approach to the Policy Committees. The plan resulting from this effort will be adequate to serve as a test case for the role of regional planning within the California Environmental Quality Act (CEQA), but it will also be a useful and effective plan in the absence of successful CEQA reform legislation.

BACKGROUND:

The proposed expanded RCP effort has been developed in light of on-going CEQA reform discussions. Those discussions suggest that a regional plan meeting specific criteria could qualify subsequent, consistent plans and projects for alternative processing under CEQA. SCAG has viewed this concept as an opportunity to ease the development process for projects included in, or consistent with, the region's adopted growth vision (2% Strategy).

To date, no broad agreement on CEQA reform has been reached. As such, this proposal is an attempt to approach the RCP as an opportunity to develop a test case for regional plans that could subsequently be useful should CEQA reform proceed. The proposed new approach would add the following activities to plan development:

- Establish quantifiable plan outcomes across the full range of planning and resource categories.
- Demonstrate measurable benefit for the environment.
- Include mitigation measures that are applicable at the project level.
- Propose funding and other incentive mechanisms for supportive implementation at the local level.
- To the extent possible, fully incorporate resource and infrastructure plans prepared at the regional and state level. When full integration is not possible, SCAG will perform an analysis of these external plans demonstrating whether they are consistent with the region's growth strategy.

REPORT

Plan Integration/Open Space and Habitat

The ability to fully incorporate elements of other State and regional plans will depend on a variety of factors including the timing of planning processes, the willingness of outside agencies to collaborate, and whether, as in some cases, planning activities are exempt from CEQA. At this time, staff envisions placing special emphasis on the Habitat and Open Space Chapter. To that end, staff has held discussions with the State Resources Agency regarding collaboration.

The Habitat and Open Space Chapter will include the following elements:

- Identification of the characteristics of land that should not be developed based on a “natural systems” approach
- Identification of suggested amount, type and location of parkland within urban settings
- Identification of measures to mitigate habitat impacts of transportation projects
- Identification of financial mechanisms to accrue funding for open space protection
- Analysis of existing State plans for open space, habitat, and parks. Specific recommendations for future planning efforts based on consistency with the region’s desired outcomes.

Local Implementation/Incentives

There is broad agreement within on-going CEQA reform discussions that project streamlining should be implemented only at the option of the local jurisdiction. Further, there is also broad agreement that the procedural steps within CEQA should be preserved within any streamlined alternative. The concept of streamlining is to redirect effort and analysis currently done within project Environmental Impact Reports to advance planning. To date, there is no specific, detailed proposal on CEQA streamlining. Based on previous Regional Council action, SCAG would oppose any proposal that limited a local jurisdiction’s discretion in project review and approval.

At the same time, SCAG will endeavor to develop proposals that would make alternative CEQA procedures attractive to local agencies. Specifically, there should be incentive funding and mitigation funding available to local agencies that agree to preference projects consistent with the regional growth strategy. SCAG will include specific proposals for incentive approaches within the RCP.

MEMO

DATE: September 25, 2005

TO: Regional Comprehensive Plan Task Force

FROM: Alan Thompson, Senior Planner (213) 236-1940 thompson@scag.ca.gov

SUBJECT: Regional Comprehensive Plan, Homeland Security Chapter

SUMMARY:

Staff will lead a discussion on the Regional Comprehensive Plan, Homeland Security Chapter, and the approach to be taken to complete the draft chapter.

BACKGROUND:

Based on previous task force discussions, the Regional Comprehensive Plan Task Force identified SCAG's Homeland Security role as "Convener" and "Champion". In this capacity, SCAG would provide a forum where plans can be discussed and coordinated with other regional planning efforts; and would work toward developing regional consensus and agreements, but not be responsible for operation and implementation of plans and programs.

In May, 2005, SCAG staff presented the draft Homeland Security Chapter to the Transportation and Communications Committee (TCC). The TCC suggested that action be suspended on policy recommendations until it is decided what the role of an MPO is in Homeland Security. The policy recommendations included:

- Ensuring the safety of the region's transportation system and infrastructure is a priority.
- Enhancing the region's ability to deter and respond to acts of terrorist attacks, man-made or natural disasters through regionally cooperative and collaborative strategies.
- Provide the means for collaboration in planning, communication and information sharing before, during, or after a regional emergency for the region.

At this time, staff is seeking task force input on repositioning the chapter for current conditions. Among the topics for discussion could be the renaming of the chapter to "Security and Emergency Preparedness." The result of the task force discussion should be the instruction to staff on drafting a revised chapter, pending concurrence of the TCC.

The original draft Homeland Security Chapter is attached for your information.

MEMO

REGIONAL COMPREHENSIVE PLAN DRAFT HOMELAND SECURITY CHAPTER

I. INTRODUCTION

The September 11, 2001 attacks illustrate the tremendous challenges that metropolitan areas and urban regions face in preparing and responding to terrorist incidents or natural disasters. The unexpected nature of such events requires extensive coordination and collaboration among all the agencies and organizations involved. Availability of information and coordination and communication among all “first responder” organizations/groups, transportation operators, and many other organizations is essential.

The complex nature of such incidents and their potential threat to the region as well as the interdependency of the individual jurisdictions and organizations involved makes a regional approach to homeland security extremely critical. No significant event is truly local, as political boundaries are permeable and local critical infrastructure may serve the entire Region. No jurisdiction stands alone. The high-risk, well-resourced municipality may be as dependent on a smaller jurisdiction for support in an emergency as the smaller jurisdiction is on the larger ones.

Since 2001, regional approaches have been recognized as a key way to address and respond to the threat of terrorism. Major metropolitan areas potentially face a terrorist attack, and resources for responding to that threat are distributed among many jurisdictions. Therefore, the most effective responses are coordinated and planned across the region, rather than being jurisdiction-specific. The complexity of multi-jurisdictional areas—such as the SCAG region, with a range of potential terrorism targets, presents significant challenges to coordinating and implementing effective homeland security programs.

To assist the region in the planning, preparation and response to emergencies, whether caused by natural or human elements, a continuing, cooperative and collective regional effort would be needed. To achieve such task, in the context of the Regional Comprehensive plan, this report has been prepared which identifies SCAG’s role and responsibility in regards to Homeland Security. It describes the current programs at the Federal, State and local levels; identifies security issues and vulnerability of the transportation infrastructure and information sharing; and presents policy recommendations and actions for consideration by the SCAG’s Regional Council.

II. SCOPE

The Homeland Security Chapter of the Regional Comprehensive Plan identifies the role and responsibility of SCAG as the regional planning agency in the pre and post emergency situations. The chapter focuses on transportation system and related infrastructure and contains recommended policy direction and actions for consideration by the SCAG’s Regional Council.

To better inform the Region’s decision-makers on the issues and provide the information needed to formulate and adopt regional policies and strategies, security issues and vulnerability of transportation infrastructure and information sharing system have been identified. Additionally, a summary of the current

efforts and programs by the Federal Government, State of California and the regional and local agencies has been provided. This institutional assessment is based on information provided by each of the respective agencies on their roles and responsibilities.

III. ROLE AND RESPONSIBILITY OF THE FEDERAL GOVERNMENT

The primary focus of the federal government should be on providing the unifying core for the vast national network of organizations and institutions involved in efforts to secure the country. Its main objectives are to:

- Continue to lead the unified national effort to secure the country.
- Prevent and deter terrorist attacks and protect against and respond to threats and hazards to the nation.
- Ensure safe and secure borders; and promote the free-flow of commerce.

Many initiatives have been undertaken to bolster homeland security priorities and activities following the 2001 terrorist attacks. As one example, the National Strategy for Homeland Security and the Homeland Security Act of 2002 served to mobilize and organize the nation to secure the United States from terrorist attacks.

The following are key activities that should continue at the federal level:

- Continue to conduct risk-based assessments that provided information on where current and future security resources must be directed to reduce vulnerabilities to terrorism. Agencies responsible for conducting these assessments include: Department of Homeland Security's Information Analysis and Infrastructure Protection division, Transportation Security Administration (TSA) and DOT's Federal Railroad Administration and Federal Transit Administration.
- Streamline the process for allocation of funds to the States and metropolitan regions. Funds should be distributed not based on population but the potential and possibility of threats and the potential damage to the nation's infrastructure or economy.
- Continue to coordinate information and threat sharing through the Surface Transportation ISAC (Information Sharing and Analysis Center) managed by the Association of American Railroads (AAR) including deploying TSA personnel to the ISAC and hosting ISAC representatives at TSA's Transportation Security Coordination Center in Virginia.
- Continue to conduct security exercises that bring together rail carriers, federal and local first responders, and security experts.
- Enhance and improve screening of cargo entering the U.S. through the National Targeting Center (NTC) and through its border inspection workforce to help prevent rail lines and trucks from being used as instruments of terrorism delivery.
- Enhance and increase assistance in the deployment of biological and chemical detection equipment to local transit districts.
- Through the Federal Emergency Management Administration, help coordinate and fund disaster relief and recovery.

MEMO

Rail and Transit Security

Federal agencies have taken significant steps to enhance rail and transit security in the last two years. In partnership with the public and private entities that own and operate the nation's transit and rail systems, the following actions should be pursued or continued:

- Continue with efforts to streamline information sharing between the industry and all levels of government,
- Assess vulnerabilities in the rail and transit sector to develop new security measures and plans.
- Increase training and public awareness campaigns and providing greater assistance and funding for rail transit activities.
- Develop and implement threat response support capability.
- Continue to provide funding for public awareness and participation, and future technological innovations.
- Engage the industry and state and local authorities to establish base-line security measures based on current industry best practices.
- Provide technical assistance or security directives, which would specifically target mitigation of identified vulnerabilities.
- Ensure compliance with safety and security standards for commuter and rail lines and better help identify gaps in the security system in coordination with DOT. Additional DHS technical assistance and training will be provided by the Transportation Security Administration.

Highway and Roadway Security

In cooperation and collaboration with the state and local transportation agencies and transportation partners to improve their capabilities and preparedness, the federal government should undertake or continue the following actions:

- Facilitate improved communication and create partnerships
- Assemble and distribute best practices
- Provide for education, awareness, training
- Engage in R&D activities
- Coordinate with other federal and state agencies
- Distribute threat information as soon as it becomes available
- Ensure the transportation system will support military deployments
- Advocate planning and preparation, and have in place a program of active management of the transportation network

IV. ROLE AND RESPONSIBILITY OF THE STATE GOVERNMENT

The activities of the State government should be focused on ensuring the most effective use of all resources for dealing with any emergency, and working with governments at all levels, businesses, community-based organizations, and volunteer groups.

The State should:

- Continue to ensure State's readiness and ability to mitigate against, prepare for, respond to, and recover from the effects of emergencies that threaten lives, property, and the environment.
- Prepare and update (annually) the State's Emergency Plan. Coordinate the activities of all state agencies relating to preparation and implementation of the State Emergency Plan.
- Coordinate the response efforts of state and local agencies to ensure maximum effect with minimum overlap and confusion.
- Coordinate the integration of federal resources into state and local response and recovery operations. Conduct programs and outreach efforts to assist local and state government in their emergency management efforts.
- Assist local governments and state agencies in developing their emergency preparedness, response, recovery and mitigation plans, for terrorism, earthquakes, floods, fires, hazardous material incidents, nuclear power plant emergencies, and dam breaks in accordance with the State Emergency Plan.
- Provide training to personnel from local governments, state agencies, community based organizations, businesses and volunteers.
- Coordinate the State response to major emergencies in support of local government.
- Serve as the lead agency for mobilizing the State's resources and obtaining federal resources; and maintain oversight of the State's mutual aid system. Responsible for collecting, verifying, and evaluating information about the emergency, facilitating communication with local government and providing affected jurisdictions with additional resources when necessary.
- Manage statewide disaster recovery and mitigation activities, and provide assistance to local governments and individuals impacted by disasters.
- Utilize real-time, geo-located event and congestion data to provide California Highway Patrol dispatchers better information for decisions during emergencies or incidents.
- Perform extensive liaison activities with local and federal agencies, legislators, various volunteer and non-profit organizations, as well as the general public in accordance with the State Emergency Plan.
- Continue development and implementation of the state Hazard Mitigation Plan and become extensively involved in the support of hazard mitigation planning activities of local governments.

V. POTENTIAL ROLE AND RESPONSIBILITY FOR SCAG

Regional approach to addressing public policy issues and planning activities have been in practice for several decades. Transportation and environmental planning are examples of coordinating planning efforts within metropolitan areas.

The events of 2001 have resulted in the emergence of homeland security as a public policy field and forcing many metropolitan areas in the country to realize the need for a regionally cooperative and collaborative approach in planning, preparation and response to emergencies, whether caused by natural or human elements.

MEMO

As the regional MPO for southern California, SCAG includes representation from many different and diverse jurisdictions and stakeholders. It provides a forum for these parties to discuss public policy issues and agree on possible solutions.

To determine SCAG's role in "homeland security", a model developed by Dr. Michael D. Meyer, Georgia Institute of Technology, was applied. This model evaluates the potential role of an MPO in relationship to various phases of an incident/disaster. As defined by Dr. Meyer, security/disaster incident consists of the following six elements:

- **Prevention:** Stopping an attack before it occurs; improved facility design; surveillance, monitoring
- **Response/Mitigation:** Reducing impacts of an attack; evacuation; identifying best routes; effective communication system
- **Monitoring:** Monitoring and evaluating incidents; surveillance, monitoring, sensing, public information
- **Recovery:** Facilitating and reconstruction, restoring operation of transportation system
- **Investigation:** Determination of causes, and responsible parties; security/ police activity
- **Institutional Learning:** Self-assessment of actions; feedback to prevention element

As defined by Association of Metropolitan Planning Organizations (AMPO), the role of MPOs in regional planning vary from region to region.

- *Traditional:* System management and operations role in the ongoing transportation planning activities. The primary responsibility for projects rests elsewhere.
- *Convener:* The MPO acts as a forum where operations plans can be discussed and coordinated with other plans in the region, still not responsible for operation and implementation.
- *Champion:* The MPO works aggressively to develop regional consensus on operations planning. MPO planners develop programs and projects and the MPO takes the lead in developing regional agreements on coordinated operations.
- *Developer:* MPO develops regional operation plans and incorporates operations strategies into the transportation plan. System-oriented performance measures would be used to identify strategic operations gaps in the transportation system.
- *Operator:* The MPO would be responsible for implementing operations strategies that were developed as part of the MPO-led planning process.

MEMO

The following table, illustrates potential roles of an MPO in regards to various phases of an incident based on its type and function:

Incident Phase	Possible MPO Role				
	Traditional Role	Convener	Champion	Developer	Operator
Prevention	●	✓	✓	●	✗
Response/Mitigation	●	✓	✓	●	●
Monitoring/Information	●	✓	✓	●	✗
Recovery	●	✓	●	✗	✗
Investigation	●	✗	✗	✗	✗
Institutional Learning	✓	✓	✓	✓	✓

Not likely Role



Minor Role



Lead Role



The role of SCAG, because of its traditional role as the MPO for the six-county Southern California region, should be to provide a forum where plans and data can be developed and coordinated with other regional planning efforts; and would work towards developing regional consensus; but not be responsible for operation and implementation of plans and programs. This does not indicate that SCAG should abdicate its mandated transportation planning and implementation functions as a result of a terrorist attack, man-made or natural disaster.

The Southern California Association of Governments (SCAG) is working to identify regional strategies that would enhance the region's capabilities to deter and respond to acts of terrorism or natural disasters. SCAG could play a significant role in helping the region coordinate planning in preparation and anticipation of potential future incidents; and coordinate public information dissemination strategies through the development of a centralized information source on the transportation system and infrastructure conditions.

MEMO

Proposed Goals

- Enhance the Region's capabilities to deter and to respond to unexpected terrorist incidents, man-made or natural disasters by strengthening relationships and outlining strategies for regional action among local, state and federal agencies.
- Improve the effectiveness of regional plans by maximizing the sharing and coordination of resources which would allow for proper response by various agencies.
- Enhance the capabilities of local and regional organizations including first responders through provision and sharing of information.

Proposed Policies

- Ensuring the safety of the region's transportation system and infrastructure is a priority.
- Enhancing the region's ability to deter and respond to acts of terrorist attacks, man-made or natural disasters through regionally cooperative and collaborative strategies.
- Provide the means for collaboration in planning, communication and information sharing before, during, or after a regional emergency for the region.

Proposed Actions

- Develop and incorporate strategies and actions pertaining to response and prevention of security incidents and events as part of the ongoing regional planning activities.
- Inventory Regional Emergency Operations Centers/Department Operations Centers systems
- Review the six county emergency plans ("All Hazard")
- Survey Geographical Information Systems
- Map emergency management connectivity/de facto architectures
- Establish a forum for cooperation and coordination of these plans and programs among the regional partners including first responders and operations agencies.
- Develop and establish a regional information sharing strategy, linking SCAG and its member jurisdictions for ongoing sharing and provision of information pertaining to the region's transportation system and other critical infrastructure.
- With regional consensus, create a Concept of Operations.

VI. POTENTIAL ROLE AND RESPONSIBILITY FOR THE LOCAL LEVEL

Activities that should be undertaken at the local/city level consist of:

- Organization and centralization for the most efficient direction and control of the planning, coordination and management of disaster preparedness, mitigation, response, and recovery.
- Coordination of the interdepartmental preparedness, planning, training and recovery activities of emergency operations organization, divisions, and all city departments.
- Coordination of activities with neighboring municipalities, state and federal agencies, and the private sector.
- Performance of related public education and community preparedness activities.